

RESULTS of the DEPARTMENT OF HUMAN RESOURCES INTERNAL SURVEY

Human Resources Administration section, September 2001

This past spring, the Department of Human Resources (HR) sent out a survey to assist in gathering information on how the department is serving its' internal customers in four functional areas of Human Resources, namely, Employee Benefits/Risk Management; Equal Opportunity; Employee Resources and Training and Development. The survey did not address Labor relations, Drug-free workplace or Occupational Health & Safety, which will be covered in another survey in the near future.

The survey was mailed to over 100 persons, including, city union leaders, department/division administrators or designees, appointing authorities and elected officials. The return rate was 64%.

It was not intended to be a citywide survey, however, the information gleaned from the comments provides a broad spectrum of perspectives relative to a city-wide view.

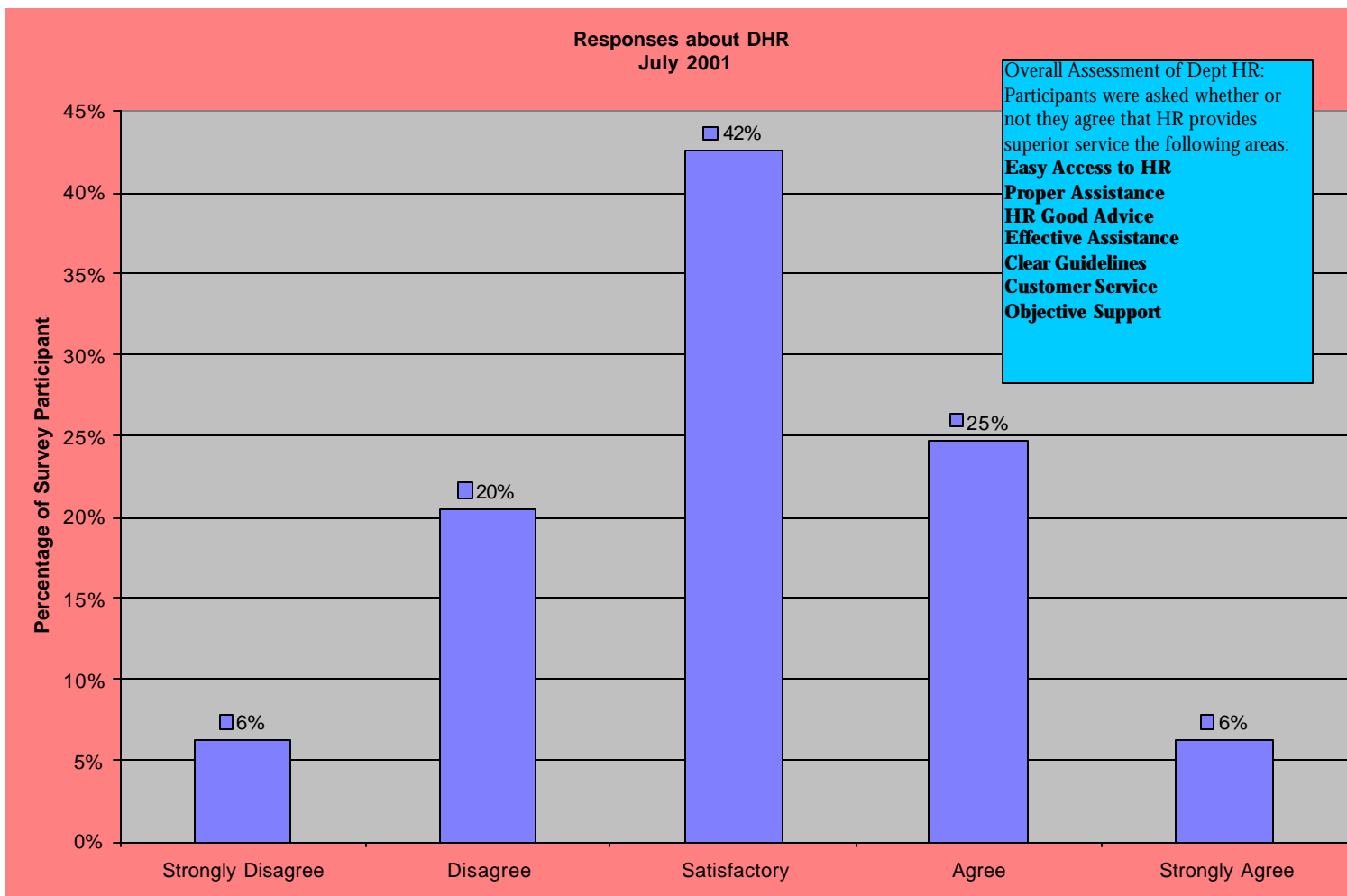
What follows is a brief analysis of the feedback from participants, and, where appropriate, targeted areas for improvement or enhancement of services to our internal customers.

OVERALL ASSESSMENT OF HUMAN RESOURCES

In general, the delivery of service that Human Resources gives its' internal customers is viewed as professional and helpful. Two areas that stood out as areas of improvement were: one, providing employees with a clear understanding of all the services provided by Human Resources, second, how and whom to reach in Human Resources to address concerns and questions.

To this end, first, Human Resources is committed to and has published a quarterly newsletter to more effectively communicate what services are available. Additionally, Human Resources has worked diligently to update the Human Resources website.

Second, the department is reviewing its telephone communication plan to ensure that every call is responded to in a proper manner. We are reviewing the purpose of the automated telephone line as well as offering options to reduce response time to improve customer service.

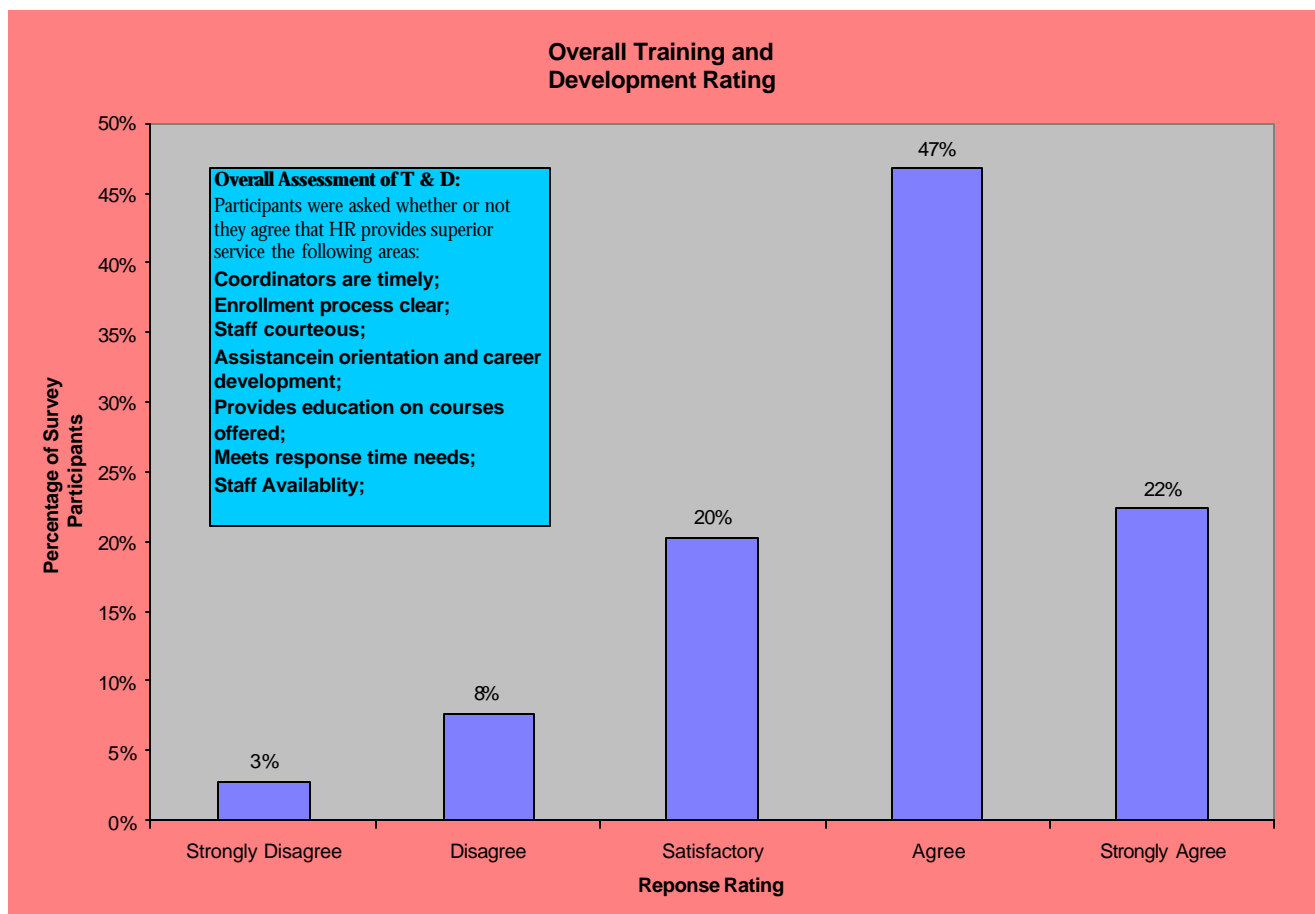


TRAINING

The survey provided examples of series in the Training and Development Sections (T&D) such as: career development counseling, training opportunities and information about enrolling in training courses and special or career program training plans.

The aggregate results of the survey reflect that 46% find the level of customer services within Training & Development is satisfactory, while 12% strongly agree and 13% strongly disagree.

Although the overall assessment of the section yielded a 47% 'agree' rating (See Chart Below) there is an opportunity to improve.

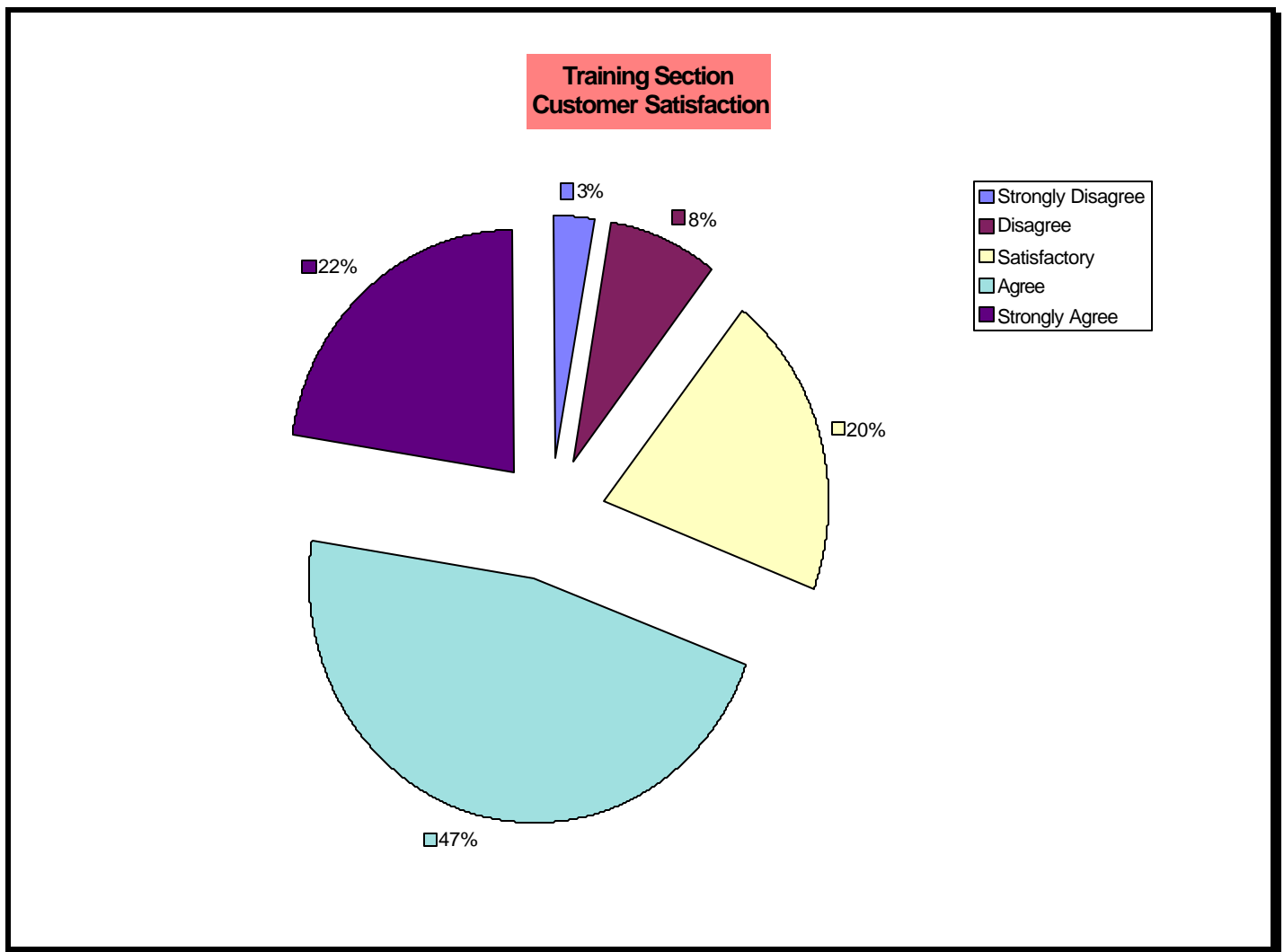


Training & Development Continued

Training & Development is using several tools to improve communications with its customers. First, Training & Development has created a new website, linked to the design site that has up-to-date training announcements and other resources. Additionally, the section has teamed with the Department of Technology to add more technology classes.

As a result of the department operational review, the “Training as an Enterprise” Design Team was created. This design team will review the existing method and coordination of the delivery of all non-technical training city-wide.

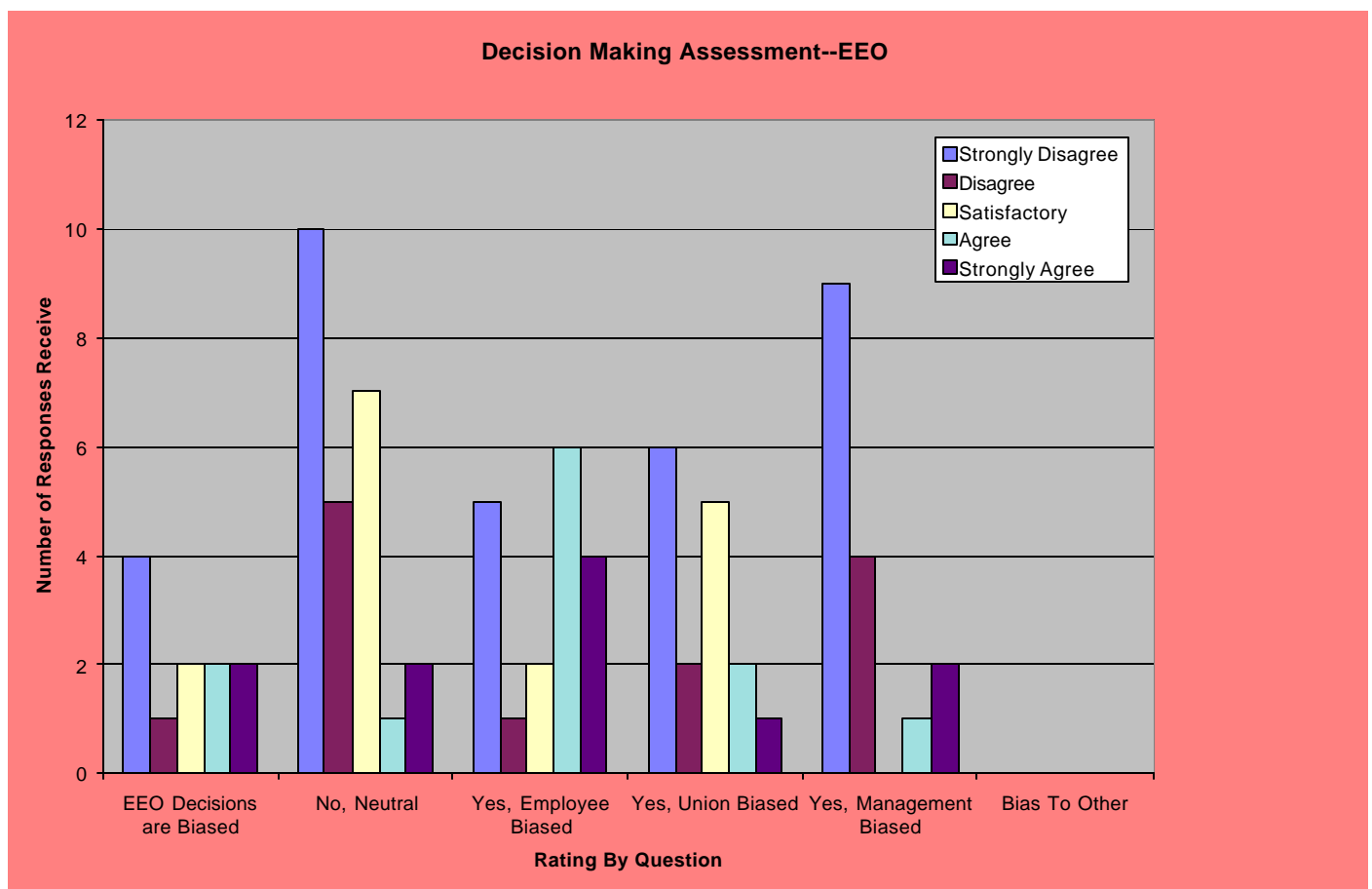
As a goal, the Design Team will assist the city in linking training initiatives to performance management systems. The emphasis will be that the customer receives more relevant training courses, offered more frequently that can enhance the career development and performance of the employee.



Equal Employment Opportunity (EEO), WHAT IS ITS' ROLE?

The survey finds that communicating how EEO makes determinations with its' investigations has been more of a challenge, specifically with communicating its' role.

Because there is an appearance, depending on who gave feedback to the survey, that the office of EEO makes decisions in favor of the "opposing party," EEO will continue to manage the complaint procedure and refine the process where warranted. It is the departments' goal to ensure the value of this section while increasing the level of trust and fairness. In addition, EEO will strive to communicate using various training courses, seminars and more direct communications with union representatives and employees, the role of EEO. This is one step of many that EEO will undertake to convey that it is a neutral, non-biased vehicle to address EEO and other anti-discrimination concerns.

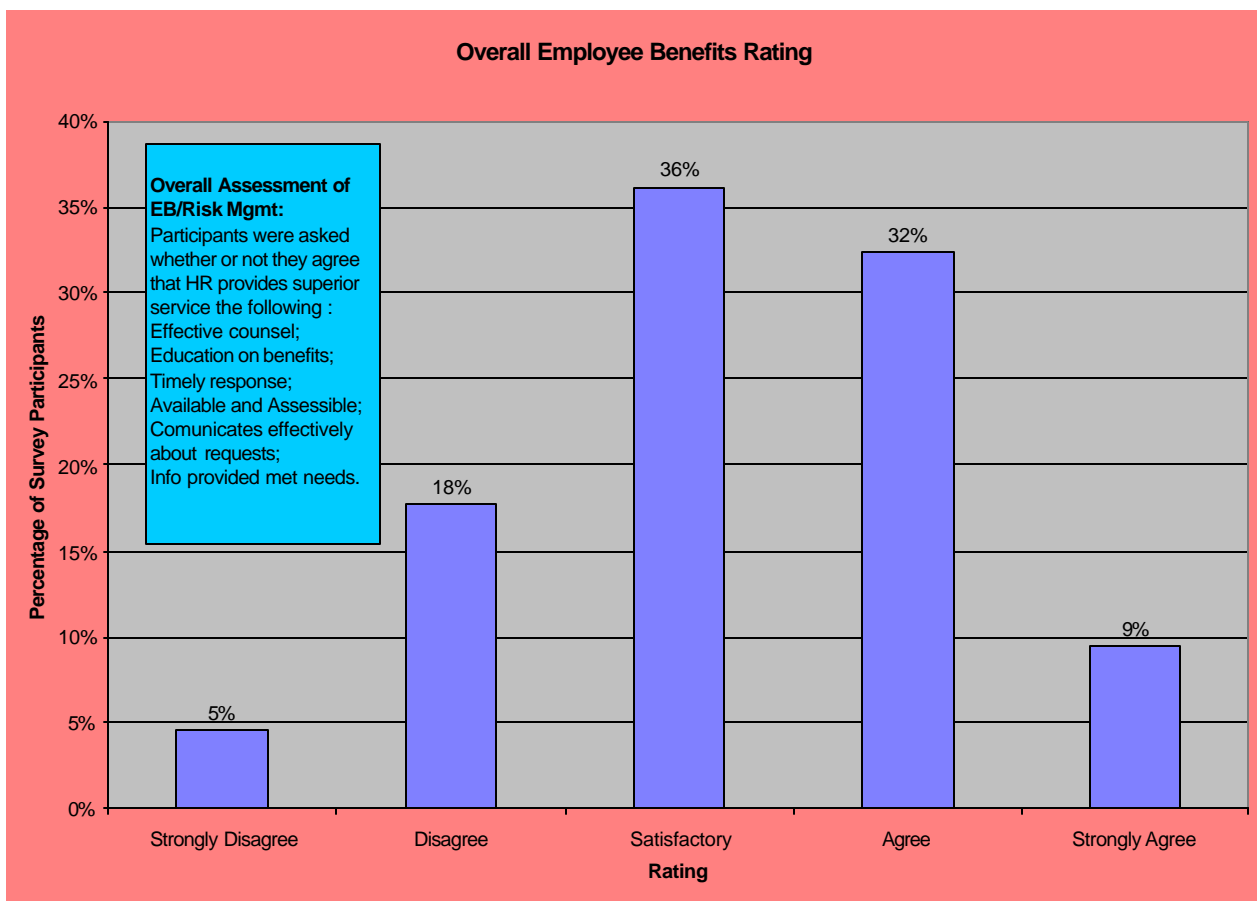


EMPLOYEE BENEFITS/RISK MANAGEMENT

This section-received good marks overall with a 36% approval rating of satisfactory and a close 32% rating at the next highest approval level.

The feedback from this chart reflects that 32% of the employees polled agree that Employee Benefits/Risk Management provides effective counseling and education in benefits. In general, this department meets its goals by communicating in a helpful and timely manner to its customers.

One concern surfaced that will be reviewed, relates to the ability to streamline various programs so that there is less processing time and paperwork. Efforts will be made to streamline without losing the effectiveness of managing the program.

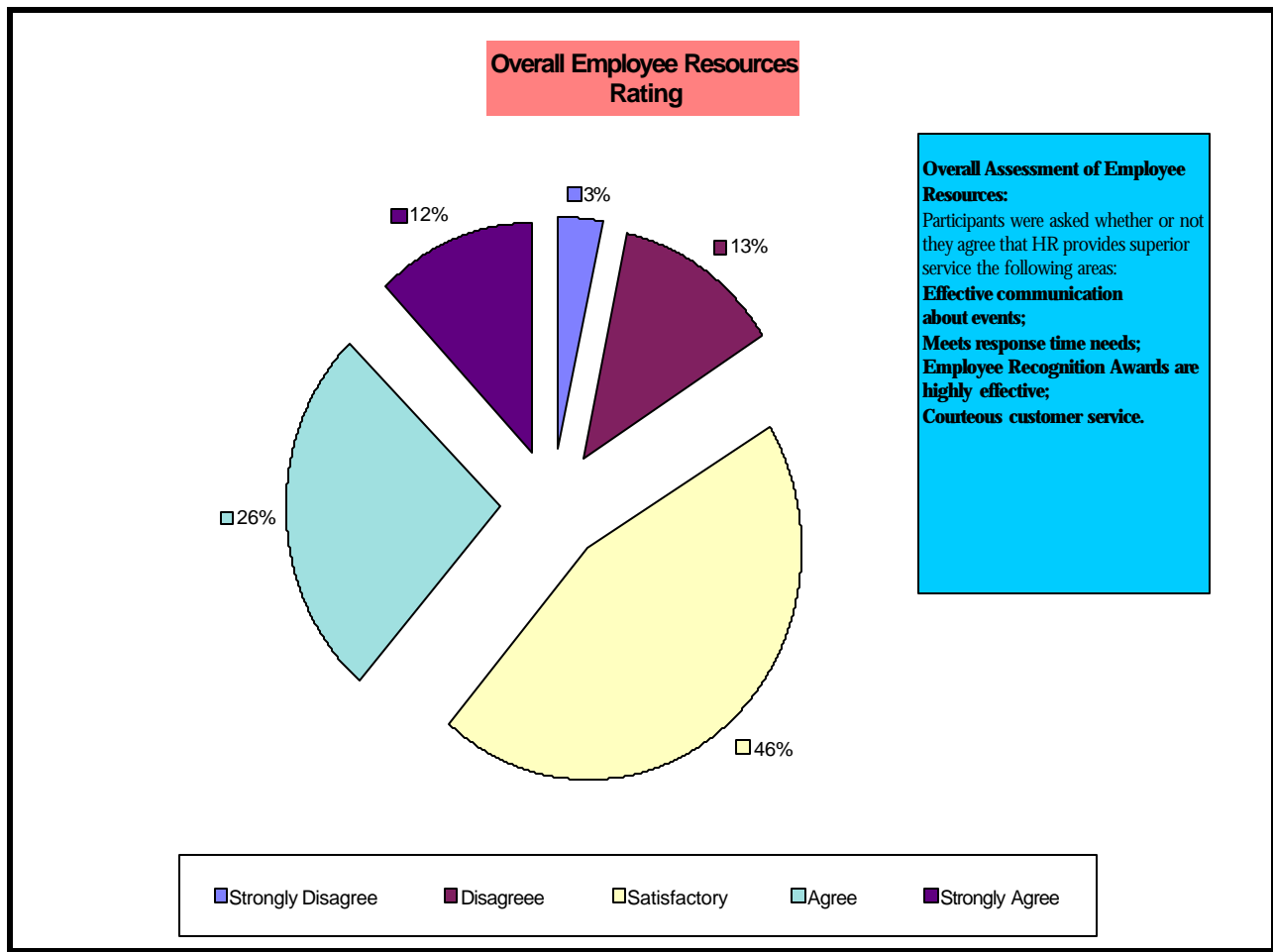


EMPLOYEE RESOURCES

The survey finds that Human Resources does a good job in keeping employees informed about the various services available to employees. (46% "Agree") The survey intentionally did not cover opinions about the City's Employee Assistance Program (EAP), as this program falls outside the scope of responsibility for the Human Resources Department.

Response to the survey has challenged Human Resources to improve the Employee Recognition Program (26% strongly disagree that it is a highly effective program.) Some areas that we are currently exploring are recognizing employees for other areas besides service time and savings to the city. The department is reviewing other incentive programs and welcomes your ideas and concerns.

Please direct your feedback to Tina Defluiter at ext. 5-5960 or by e-mail at tdefluiter@cmhmetro.net



CONCLUSION

This is the first time the department has had to benchmark its performances under Human Resources Director Chester C. Christie.

As part of our efforts to maintain a high degree of customer service satisfaction, both internal and external, we pledge to continue the dialogue to improve and/or enhance these services.

The analysis of the Department of Human Resources in this report focused primarily on median values. However, there are other ways to consider the data. If you have questions or comments about this survey, please direct them to either Janel Perry, Administrative Secretary, at ext. 5-8184 or by e-mail at jlperry@cmhmetro.net, or Lisa Willis Johnson, HR Deputy Director, at ext. 5-0791 or by e-mail at lwjohnson@cmhmetro.net